MULTIMEDIA UNIVERSITY ®

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019 / 2020

DMG 5114 – PRINCIPLES OF MANAGEMENT

(All Sections)

9 MARCH 2020
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **FIVE (5) pages** excluding the cover page.
2. Attempt **ALL** questions.
3. Write your answers for **ALL** the questions in the Answer Booklet.

SECTION A [40 MARKS]

Instructions: Answer the following questions. Choose ONE answer from the options given. Write your answers in the answer booklet.

1. Sam wants to introduce a new model to the company's product line. Three models are being developed. Sam can choose only one. She has decided to focus on target market size, production costs, and net profits. These are Sam's _____.
   A) alternatives
   B) criterion weights
   C) decision criteria
   D) problems

2. Work teams composed of individuals from various functional specialties are known as _____ teams.
   A) cross-control
   B) cross-training
   C) cross-functional
   D) cross-department

3. Which one of the following are the three needs identified in the three-needs theory of motivation?
   A) need for achievement, need for admiration, need for power
   B) need for achievement, need for power, need for affiliation
   C) need for power, need for achievement, need for affection
   D) need for power, need for affirmation, need for affiliation

4. Michelle is very concerned about the formal framework by which job tasks are divided, grouped, and coordinated within her unit. This implies that she is concerned about _____.
   A) the chain of command
   B) the organizational structure
   C) the organizational design
   D) decentralization

5. Which one of the following observations best explains why the control function is important?
   A) An effective control system includes employee empowerment.
   B) An effective control system assures that the organization will meet or exceed its goals.
   C) An effective control system is the only way managers know whether organizational goals are being met.
   D) Organizational strategies are formed during the controlling stage.

Continued...

6. Bill manages the quality department. His people check parts made by the production departments to assure all specifications are met. Bill is _____.
A) a non-manager
B) a middle manager
C) a staff manager
D) a line manager

7. Matthew is worried that he will not be able to pay his housing loan and feed his family since he was terminated from his production job. Which one of Maslow's levels of need is a concern to Matthew?
A) self-actualization
B) esteem
C) psychological
D) physiological

8. The first step in the control process is _____.
A) setting the desired standards
B) measuring actual performance
C) comparing performance against expectations
D) enforcing managerial control

9. Creativity is most essential in which of the following steps of the decision-making process?
A) analysing alternatives
B) allocating weights to the decision criteria
C) developing alternatives
D) identifying decision criteria

10. At the end of every month, the accounting department submits a balance sheet, statement of profit and loss, and cash flow statement to the senior management team. These are all _____.
A) personal observations
B) statistical reports
C) oral reports
D) written reports

11. The three-needs theory of motivation states that there are three _____ needs that are major motivators in work.
A) psychological
B) acquired
C) safety
D) innate

12. A disadvantage of _____ departmentalization is poor communication across the different groups.
A) geographic
B) functional
C) process
D) customer

Continued...

13. "No, Jack, you must start the timer after you lower the doughnut basket into the fryer, not before." This supervisor is using _____.
A) basic corrective action
B) disciplinary action
C) immediate corrective action
D) delayed corrective action

14. At Chemetron, all the accounting people share one large work area; all the quality control people are housed in a large office next to the production floor; and maintenance has its own space at the back of the building. Chemetron is using _____.
A) departmental specialization
B) functional departmentalization
C) process departmentalization
D) product specialization

15. John knows his more experienced workers don't need him to "babysit" them; he trusts them to know what to do, how to do it, and to get it done on time. In this respect, John is a _____ manager.
A) Theory X
B) Theory Y
C) Theory Z
D) Two-factor

16. Carla is searching the Internet for sources of Himalayan salt to make bath salts for her latest product. Carla is at the _____ step in the decision making process.
A) identify-the-problem
B) identify-decision-criteria
C) allocate-weights
D) develop-alternatives

17. In the context of Maslow's hierarchy of needs theory, when a company has a space where employees can meet during breaks and catch up with each other, the company is taking care of the employees' _____ needs.
A) safety
B) self-actualization
C) social
D) psychological

18. Which one of the following is considered the easiest way to increase organizational productivity?
A) increasing the price of outputs
B) increasing the price of inputs
C) hiring more employees
D) decreasing the value of the products

Continued...

19. What kind of departmentalization would be in place in a government organization where different public service responsibilities are divided into activities for employees, children, and the disabled?
A) product departmentalization
B) geographic departmentalization
C) process departmentalization
D) customer departmentalization

20. Which of the following is important in effectively implementing the chosen alternative in the decision-making process?
A) evaluating each alternative by using the established criteria
B) being creative while implementing the alternatives
C) allowing those impacted by the outcome to participate in the process
D) ignoring criticism concerning your chosen alternative

SECTION B: [60 MARKS]

Instructions: Answer **ALL** questions.

QUESTION 1

a. Due to the recent problems in the organisation, Jason noticed that his subordinates have lost trust in the organisation and in him as their leader. Provide **EIGHT (8)** suggestions that can help Jason build trust between him and his subordinates. (8 marks)

b. Read the descriptions of the leaders given. Based on the descriptions, decide on whether the leaders practise the ***autocratic style, democratic style or laissez-faire style*** of leadership. (12 marks)

i. Jason mostly decides what should the employees do and does not usually encourage participation, especially in decision making.
ii. Tim allows his employees to provide constructive feedback and encourages participation during decision making.
iii. Jack effectively delegates authority and uses employee feedback as a coaching strategy.
iv. Sam allows the group to make decisions and gives his employees freedom to complete their jobs however they seem fit.
v. Tina makes unilateral decisions and dictates every single job.
vi. Smith does not give any restrictions at all to his employees to accomplish their tasks.

Continued...

QUESTION 2

a. Define the term change agent. (2 marks)

b. Time Technology Bhd. is going through major changes in the organization due to some external factors. The management team is expecting resistance to take place. Suggest **SIX (6)** techniques that can be applied by the management team to manage resistance to change and explain when these techniques should be used. (18 marks)

QUESTION 3

a.

i. MalTech is expanding its company by opening up its southern branch in the country. It is therefore going to go through a recruitment process. State **FIVE (5)** recruitment sources that are available for the MalTech's human resource team. (5 marks)

ii. Describe the advantages and disadvantages of EACH of the recruitment source. (10 marks)

b. Several factors would influence an organisation's level of compensation and benefits. State **FIVE (5)** factors managers consider in determining the compensation or benefit employees receive. (5 marks)

End of Paper.